



Military Missions Strategic Direction 2012



US Army Corps
of Engineers

BUILDING STRONG®

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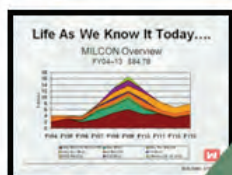
In the last decade USACE Military Programs experienced an unprecedented surge in military construction (MILCON) as the result of two major overseas contingency operations, BRAC 2005, Grow the Army initiative, Modularity, and the American Reinvestment and Recovery Act of 2009. During this time, MILCON was largely viewed as a commodity to be delivered. As these initiatives draw down, we usher in a “post-surge era” where we will deliver a wide variety of engineering solutions to customers facing a dynamic and complex environment.

During the surge, we demonstrated our ability to meet customer requirements on time and on budget. In this new era, the total program value and the number of projects will decrease. However, customer expectations for value will remain high. The demand for enterprise standards and accountability will increase. Further, new requirements for energy efficiency and sustainability will be integrated into the delivery of all engineering services. We anticipate increased demand for USACE to function as a systems integrator. Our value to our customer will not always be defined by our ability to “own” process through all stages of completion. In many cases, we may have to apply a lighter touch, offering our technical expertise in new ways as our customer’s business models change.

Paradigm Shift

Surge Era

- Military Programs
- Commodity
- Energy/sustainability as a consideration
- Transformation
- Service Supplier



$f = Solutions$

Post Surge Era

- Military Missions
- Value
- Energy/sustainability as a driver
- Innovation
- Systems Integrator



As we transition from providing services at historic levels to delivering integrated, innovative, sustainable solutions, we do so in anticipation of the rapidly changing operating environment that impacts our customers, our stakeholders as well as our organization. The next phase/ iteration of our transformation will require both a shift in paradigm and capabilities.

We will need to shift our mindset from Military Programs to a more holistic Military Missions. The “Military Programs” mindset was strongly influenced by “stovepiped” organizational units, programs, and associated funding streams. To function as a system integrator, we will adapt a Military Missions mindset and draw upon the collective capabilities of USACE located in a number of Directorates to include Military Programs, Civil Work, Research and Development, Human Resources, Resource Management and Contracting, as well as other functional directorates and staff offices. Military Missions captures all USACE organizational support for our military mission rather than just those offices inside the Military Programs Directorate. It is an expansive term acknowledging our matrix organization and the interconnectivity of the whole organization.

Delivering high value engineering services for our enterprise customers in an era of severely constrained resources will remain a driving future issue for USACE Military Missions. Several of the factors currently shaping the Military Missions strategic context in the post-surge era include:

- Significant reduction in MILCON program and number of projects
- Significant increase in requirements for energy and sustainability solutions
- Change in customer mix
- Increased potential requirements for Restoration and Modernization of existing facilities
- Increased potential requirements to support COCOM theater engagement
- Increased customer expectation for enterprise solutions

BUILDING SOLUTIONEERS

Delivering solutions is the heart of our organization. It applies to all our offices and business lines. It is the primary reason that Military Missions exists. It is the reason other agencies come to us—to get something done. This mission includes meeting legislative mandates, as in the MILCON projects, and meeting customer requirements for scope, cost, time, and quality for many types of work.

Although execution of projects is critical, delivering solutions goes beyond that. It means solving problems through systems thinking and delivering sustainable solutions. It means defining the project requirements and understanding collateral effects. Performing at this level, both domestically and globally, requires fully integrated and comprehensive teams with all the capabilities required for effective collaboration and execution. It requires accountability in multiple areas—financial, operational, and technical. It requires a culture where keeping commitments is paramount.

Continuing to meet military mission requirements in this budget-constrained environment is a challenge the U.S. Army Corps of Engineers is addressing head-on. Now more than ever, our engineers are faced with managing complexity while driving innovation to meet the current and future infrastructure needs of our military and our Nation. They are really more like “solutioneers” as they blend creative imagination with technical know-how.

To fully develop our USACE employees into solutioneers, we will continue to develop skill sets within the identified core competencies, table stakes and critical success factors that will distinguish us as leaders in our field. We’ve already built a strong foundation upon our identified core competencies more fully explained in the [Military Missions Strategic Concept](#) FY12-15 document. What we must do now is focus on the Table Stakes that will make us competitive and Critical Success Factors (CSFs) that will distinguish us from other organizations.

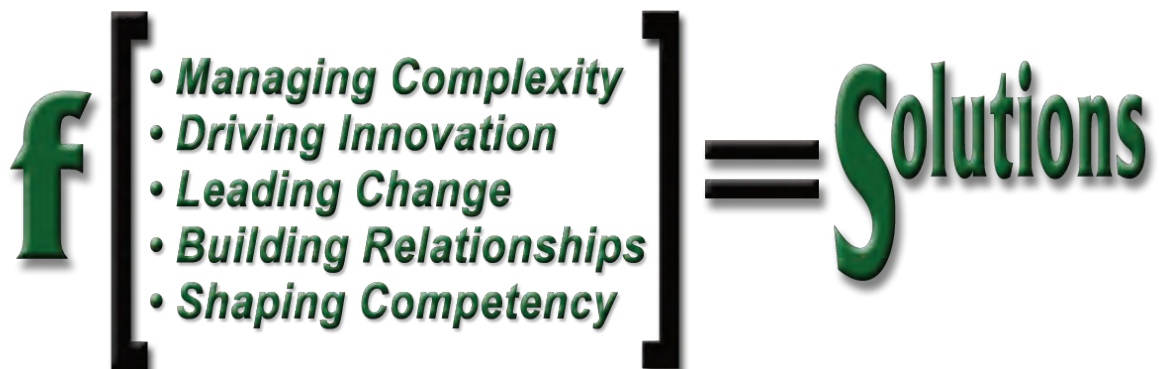


TABLE STAKES

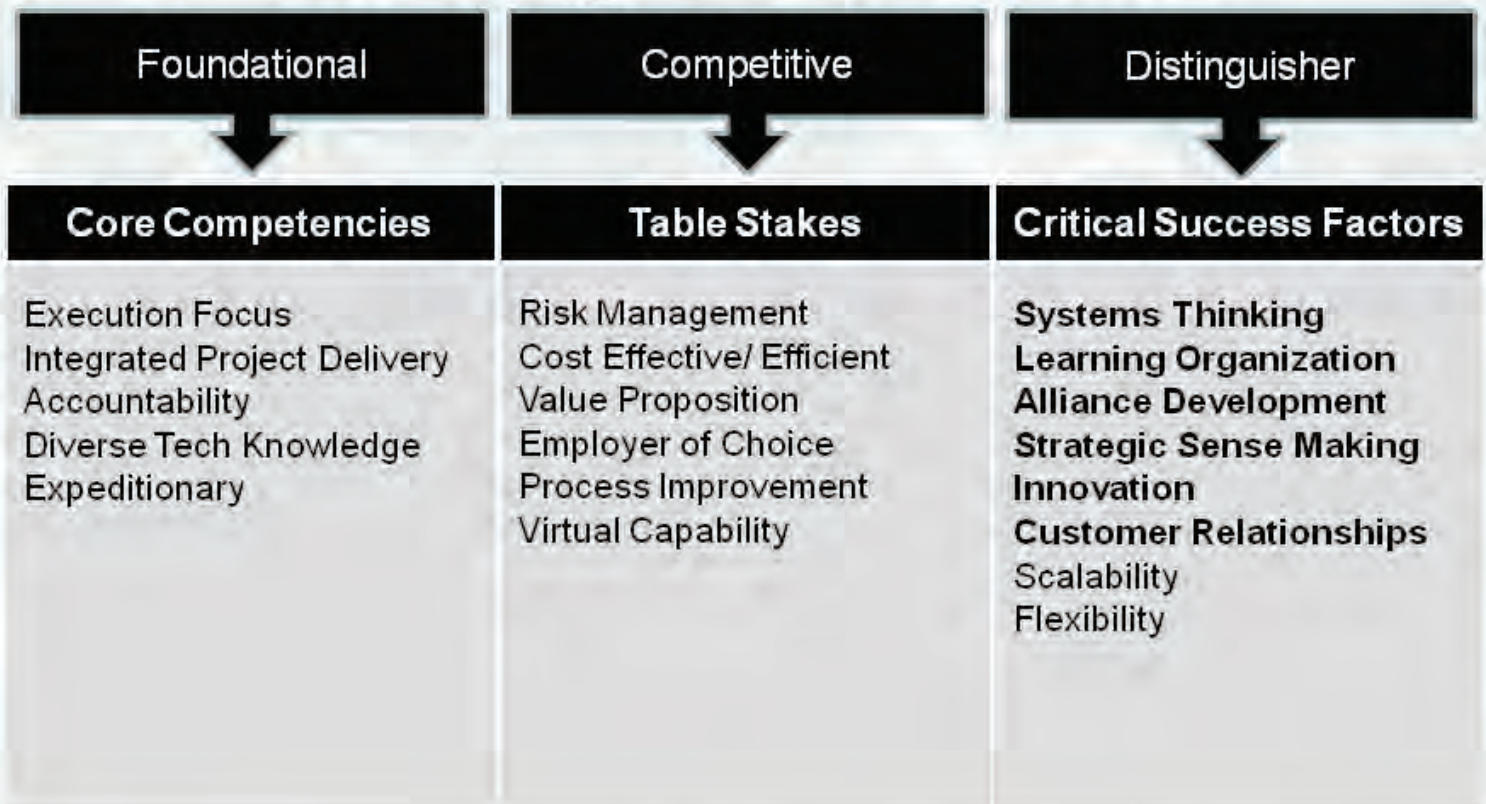
Table Stakes are minimum capabilities required to be competitive. They are what we need “just to be at the table.” The Critical Success Factors are what will distinguish us as the premier engineering organization of choice. The Table Stakes pertinent to the MMSC include the following:

1. **Risk Management:** The ability to systematically identify, analyze, and assess risk; advise decision makers both within USACE and externally on their options to control, avoid, minimize, or eliminate unacceptable risks; monitor significant risks; and take appropriate actions. Risk management is part of the project management business process and important for identifying potential pitfalls and developing ways for early detection and either avoidance or mitigation.
2. **Cost Effectiveness and Efficiency:** The ability to provide best value solutions within customer time

and quality standards, at acceptable risk levels, at the least possible cost. Cost effectiveness involves analyzing cost options and selecting the best course of action that delivers the desired outcomes at the least cost.

3. **Value Proposition:** The ability for USACE to add value by supporting customers with the best possible combination of services, cost, responsiveness and quality.
4. **Employer of Choice:** The ability to attract, optimize, and hold top talent, by setting the standard for leadership, culture, and best practices.
5. **Process Improvement:** The ability to systematically close process or system performance gaps through streamlining and cycle time reduction.

Building Solutioneers



6. **Virtual Capability:** The ability to leverage technology to integrate seamlessly with other organizations, assets, and resources for the purpose of communication, monitoring, problem-solving, learning, and knowledge management. This capability allows sharing skills, costs, capabilities, markets, and customers to collectively solve problems or provide specific products or services.

Table Stakes and CSFs are key ingredients to our future organizational success. We must be good at Table Stakes, but they are not the signature abilities by which we want to define our organization. In other words, for table stakes we must be as good as our peers, whereas for CSFs we want to be among the best.

CRITICAL SUCCESS FACTORS

CSFs are discriminating future capabilities that Military Programs must possess to excel in any scenario. CSFs cannot be bought or sold and must be developed from within; should attract and retain savvy talent and create differentiation; drive the organization's present and future success; are based on a unique capacity or expertise; and are applicable to multiple potential future requirements instead of scenarios and segments. CSFs move beyond the core competencies of an organization. They create substantial difference or advantage for an organization in achieving its mission. These elements need to be performed at superior levels for the organization to excel.

The Critical Success Factors that USACE Military Missions will need to develop to further distinguish itself in the future include:

1. **Systems Thinking:** The ability to identify the forces and interrelationships that shape the behavior of a system. Systems thinking enables an organization to discover critical patterns of change rather than focusing on the performance of individual components. This capability can be used to build a comprehensive understanding of how a complex system works and where the best leverage points are to make improvements. Systems Thinking includes principles and tools that aid organizational learning and as such it is a primary driving CSF for implementing all of the other MM CSFs.

2. **Learning Organization:** The ability to continually expand capacity and to achieve extraordinary results by nurturing new and expansive patterns of thinking supported by USACE employees' commitment to learn, individually and collectively, at all levels of the organization. A learning organization is characterized by: (a) being inquisitive and externally focused and committed to improving service to its stakeholders; (b) being experimental and innovative and willing to question existing solutions, processes and dominant routines; (c) ability to share information and knowledge; (d) being fluid in its organizational boundaries and structures; (e) relying on cross-functional teams for generating collective learning and enhancing thinking processes that lay behind organizational decision making; (f) using learning to find ways of doing things better, faster, and cheaper, balanced by an outward focus on how the organization needs to change to succeed in the future. These characteristics permeate the culture of the learning organization and help promote knowledge creation and sharing.

3. **Alliance Development and Management / Partnering with Academia, Industry, Other Agencies:** The ability to form strategic alliances and partnerships with academia, industry, and public and private organizations to share knowledge and expertise between partners as well as reduce risk and costs in areas such as development of new products and technologies.

4. **Strategic Sense Making:** The ability to detect and sense signals in the external environment and subsequently respond to potential changes. This includes monitoring, detecting and understanding changes in the major uncertainties that you expect will drive your strategic environment (known unknowns) and scanning and interpreting the weak signals from the periphery (unknown unknowns). Monitoring includes understanding how changes in the major uncertainties interact to create a new future and adapting your strategic plans to capitalize on opportunities and minimize the risk from emerging threats. Scanning the periphery includes: knowing where to look; knowing how to look; interpreting what you see; identifying where to probe more deeply; modifying strategic plans and making managerial decisions on the insights you identify.

5. **Innovation:** The ability to make incremental and emergent or radical and revolutionary changes in thinking, products, and processes. This is the idea and belief that we cannot add value to the Nation and assist customer success through cost reduction and reengineering alone but rather should have innovation as a key element in providing aggressive top-line products that increase effectiveness and delivery. It is the introduction of “new good” ideas with which the customer is not familiar. It also embodies the culture of doing more work with fewer resources. Specifically, it is the ability to deliver new value to a customer, and of finding new methods of meeting customers’ needs that save energy, time, money, life cycle costs, and/or natural resources.
6. **Customer Relationship Development and Sustainment:** The ability to assist customer’s success by: understanding their culture and needs; helping to shape innovative, cost effective solutions; and promoting collaborative management and information sharing that keeps customers involved and informed. To assist customers in developing requirements. To improve responsiveness and communications through forward deployed and imbedded technical and management personnel.
7. **Scalability:** Ability of an organization to increase total outputs under an increased workload with added resources or to reduce outputs with decreased resources with no adverse effect to the organization. Scalability is a desirable property of an agile organization and is a highly significant capability in the Federal Government to scale up or down as budgets and missions fluctuate. It is particularly desirable when applied to unforeseen situations.
8. **Flexibility:** The ability to adapt and respond to changing environments decisively and successfully. Thus, flexibility for an engineering organization is the ease with which the system can respond to user requested variations or external changes. Uncertainty is a key element in the definition of flexibility. Uncertainty can create both risks and opportunities in a system, and it is with the existence of uncertainty that flexibility becomes valuable.

Customer Value in Action: DOD Education Activity (DODEA)

Customer Problem: DODEA, in response to changing needs in delivering a quality education for the children of military families, is making major investments in the development of new schools. The first step is defining exactly what that means in terms of delivering a “21st Century school” that meets not only today’s education requirements, but future requirements as well.

Solution: Our “Solutioneers” are working with our DOD customer to overcome this overwhelming challenge with creative solutions that will meet tomorrow’s needs. Our USACE Design Center for DODEA has participated in the DODEA workshops with their educators/academicians, and our A/E community to discuss the future of education and education in DOD. Together we are determining the criteria, standards, and requirements for 21st Century Education.

Studies are showing that evidence-based design in schools measurably improves academic performance. This is what we hope to incorporate in “21st Century” School Design. Examples are increasing the use of natural lighting (windows & skylights) which has been shown to dramatically improve learning (reading and math), acoustical design to reduce external noise and vibration helps improve academic concentration, adjustable furniture helps support good physical posture, and improved air quality to help reduce sickness and absenteeism.



USACE established a DODEA Design Center at Norfolk District several years ago and we’ve now completed translating DODEA Education Specifications into standard design modules for elementary, middle, and high school facilities. The design modules have helped to standardize functional configurations, square footage, communicate with educators, and capture design improvements based on lessons learned. DODEA has indicated that our “21st Century solution” for DOD schools will serve as a model for public and private school systems across the country as well. One lesson learned during the school re-design effort is that desired workforce habits can be more easily achieved if the habitat reinforces and facilitates those behaviors. This lesson can apply to any facility. We can raise customer satisfaction if we focus early in our relationship on those habits that are important to the customer.

THE WAY AHEAD

The Relationship between the USACE Campaign Plan, Military Missions Strategic Concepts, and the Military Missions I-Plan matrix.

The USACE Campaign Plan is the enterprise level strategic plan, the essence of which is to define the ways that USACE will deliver value to its customers and stakeholders. The USACE Campaign Plan retains primacy and is the central focal point.

The [Military Missions Strategic Concept \(MMSC\)](#) document provides a lens with which we look to shape future initiatives, as well as strategies and actions that will eventually be integrated in the USACE Campaign Plan. The MMSC defines intended actions to address those

military activities where USACE has a direct or an indirect role. The MMSC may result in proposed changes to Campaign Plan goals, objectives and/or strategies or lead to new strategic initiatives.

To develop a systematic, disciplined process by which concepts from the MMSC will be integrated into the USACE Campaign Plan, the Directorate of Military Programs has established a portfolio of initiatives. This portfolio identifies key mission areas and explores how the critical success factors can better facilitate improved delivery in these areas. These initiatives will be rolled out throughout the year to allow USACE to further explore how these concepts can be shaped into new USACE Campaign Plan actions in future updates to the Campaign Plan.

The Military Missions I-Plan Matrix will track both Campaign Plan actions and deliverables, as well as key deliverables from the portfolio of initiatives.

